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The implementation of human resource planning in the Gauteng Provincial Government

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Chapter 1: Introduction and Background

This study is carried out against renewed interest in the crucial role played by the planning of human resources to provide effective service delivery. This is particularly so within the public service domain where matters of service delivery to the general populace are of critical importance, particularly to the young developmental democracy such as South Africa.

This study is a response to the fragmented manner in which issues of capacity are institutionalised within Gauteng public service. At the heart of this study is also the incorporation of Human Resources Practitioners views in the planning of human resources amongst public service employees.

The OoP has transversal function of ensuring that the Gauteng Provincial administration is compliant in relation to the implementation of the Human Resource Planning Strategic Framework for the public service. The OoP has to ensure that the impact of the Human Resource Planning is monitored and reported on government departments. It is for this reason that the researcher would like to find out how can the planning of human resources in the Gauteng public service be improved.

The study will be entrenched amongst Human Resource (HR) Practitioners in the Gauteng public service. The views of the HR Practitioners on the improvement of the HR Planning implementation will be solicited through quantitative questionnaire and on the one-on-one interviews. In this way it is envisaged that the views of the HR Practitioners can be incorporated into future interventions to improve the HR Planning implementation in the Gauteng public service.

This study will provide the reader with a qualitative and quantitative analysis of the current HR Planning practices in the Gauteng public service. The research report will provide recommendations on HR planning in general, and specific proposals for the future role of the Office of the Premier (OoP) and Leadership in this context.

1.1 Background

The Public Service Commission's State of the Public Service Report (2005,p.40) postulates 40 that *"In the second decade of our democracy the public service should be a natural first choice of employment for skilled and dedicated South Africans keen to make a contribution to society."* It goes on later and proposes "*to reach this point, a sophisticated human resource planning and implementation capacity is needed*".

The White Paper on Human Resource Management in the Public Service sought to define the initiatives needed to shift the Public Service from its centrally controlled and process driven orientation towards:

- A Public Service representative of all the people of South Africa
- The treatment of all public servants as valuable resources
- A focus on service delivery outcomes
- Results driven management
- Accountability for actions by all public servants
- Conducting business professionally, transparently and ethically

One such initiative is a framework for Human Resource Management. Contained within this framework is the Human Resource Planning component, which places a central focus on ensuring that the Public Service

has the human resources needed to meet all operational objectives. The aim of HR Planning for the organisation, as defined in the White Paper is to:

- Obtain the quality and quantity of staff required by the government institutions;
- Make optimum use of its human resources;
- Anticipate and manage surpluses and shortages of staff; and
- Develop a multi-skilled, representative and flexible workforce responsive to a changing operational environment.

Nineteen years since the White Paper, a significant amount of work still needs to be done within the Public Service. The State of the Public Service Report also suggests that the *"current human resource management framework is incomplete in certain fundamental areas contributing to poor performance*." The report highlights Career Pathing and Performance Management as necessary components of an effective Talent Management Strategy for the Public Service.

It is markedly apparent, despite pockets of excellence, that effective human resource strategies are not being implemented with any significant degree of efficacy and the GPG departments continues to experience a severe skills shortage that cuts across spheres of Gauteng Public Service, and appears to be concentrated in Local Government. This skills shortage is continuing to have an increasingly negative impact on service delivery within the Gauteng Public Service.

At a parliamentary briefing in February 2008, the Deputy Chairperson of the Public Service Commission (PSC) Mr John Ernstzen stated:

> "Notwithstanding the strides that the public service has made in the area of human resource management, there still remains room for improvement. I still maintain that areas such as recruitment and

selection, performance management, **human resource planning**, the challenge of HIV/AIDS and employment equity need more attention if the public service is to maximise human potential as envisioned in Chapter 10 of the Constitution".

The researcher's argument on the capacity and the ability of the state institutions to undertake collective action is based on Howlett & Ramesh, 1995 analyses, which states that the capacity of the state is one of two dimensions of the organisation of the state that affects its ability to make and implement policies.

Capacity of the state is a function of its organisational coherence and expertise, and determines its successful performance of policy functions. Unity within and among various levels, branches and agencies of the government and high levels of bureaucratic expertise are regarded as crucial to enhance state capacity (Howlett & Ramesh, 1995, p.60).

1.2 Research Problem

Human Resource Planning has always been disfunctional for most departments. For that reason, a comprehensive HR Planning Strategic Framework and Guidelines has been developed since the dawn of democracy in South Africa. The first HR Planning Guideline was operationalised during the year 2002. The HR Planning Guideline for 2002 was reviewed at the end of its life-cycle in 2006. In a review of the same Strategic Framework and Guidelines, it was recognised that "HR Planning in the public service is seen as pivotal in building State capacity for redress and its ability to deliver on a better life for all" HR Planning strategic Framework - Review Report 2006; p.21.

Emanating from HR Planning Guideline of 2006, gaps were identified in the manner in which the HR Planning function was located and given priority within government departments. From the gaps identified, the Human Resources Planning Strategic Framework - Vision 2015 was spawned.

The public service is regulated by the Public Service Regulations, 2001 and the Treasury Regulations, 2000 which emphasize the importance of Human Resource Planning in the public service to ensure that the public service has skilled, competent employees and that human resources are used effectively and economically by various Public Service Departments to deliver effective service.

Despite the fact that departments are required to conduct Human Resource Planning within a nationally prescribed set of HR Planning Strategic Frameworks and Guidelines, the planning of human resources in the GPG departments is still not –

- realistic and accurate;
- aligned with their strategic plans; and
- cannot be used to dynamically guide and influence their human resource
  management practices.

1.3 Research Question

The study aims to answer the following question:

Do GPG departments have capacity to effectively develop and implement their Human Resources Plans?

1.4 Rationale for the study

One of the policy frameworks that feature highly on the government Programme of Action is the HR Planning Strategic Framework. For the objectives of the HR Planning Strategic Framework to be met, it has become paramount that the views of HR Practitioners are solicited with the intention of improving the implementation of HR Planning within the Gauteng public service.

The main rationale for this study is thus to incorporate the views of practitioners on matters of HR Planning in the GPG public service. This study wishes to formalise the constellation of HR practitioner views in the GPG public service with the intention to improving on HR Planning implementation. This will subsequently ensure that there is maximum performance of the GPG public service.

1.5 Research Objectives

As indicated earlier, the central pillar of this study is to help sharpen the focus of human resource planning in the Gauteng Provincial Government. In addition, the study aims to provide a vehicle to encourage inter-unit and inter-departmental collaboration and to build continuity, cohesiveness and consistency in HR Planning implementation.

The focus of this study is to determine interventions to assist GPG departments to improve the Human Resource Planning. The HR Planning Guideline, which has a shelf life of 8 years from 2007 to 2015, will only be reviewed towards the end of 2015. However, it remains the task of HR Practitioners to learn some lessons along the way as a manner of mitigating practices that might be detrimental to its success.

The overall objective of the study is to seek to understand why GPG departments do not effectively plan their human resources, and then to determine the interventions to assist departments in improving the implementation of their Human Resource Plans. Therefore, the participation as well as the views of the HR Practitioners on matters of Human Resources Planning will play an important factor in determining the interventions that need to be put in place to improve the implementation of Human Resources Planning within the departments. The broader framework of the study is informed by the role that HR Practitioners need to play in shaping the focus of Human Resource Planning in the Gauteng public service, as championed by the Human Resources Planning Framework - Vision 2015.

Chapter 2: Theoretical Framework

The framework for this study will be organized around the general interpretation of how social agenda is set up in an interventionist government. Framing this understanding will be the principles that underpin a developmental state. In this case, Dye (1995) provides a useful narrative that better explains the analytical framework on the interplay between governance and public policy. Dye (*op cit*) explains that government institutions give public policy three distinctive characteristics, i.e. legitimacy, universality and coercion. In particular, he recognizes models for policy analysis, which help in synthesizing the manner in which politics and policy might interface with the process of policy-making. In addition to Dye (*op cit*), personally believe that government institutions should also give policy the additional characteristic of sanctions.

The models for policy analysis within which the study is embedded will be based on the following theories:

- Incrementalism
- Institutionalism
- Rationalism
- Systems Theory

2.1 Incrementalism

According to this theory, public policy is but a continuation of previous government's activities with only incremental modifications (Dye, 1995). The implication for the South African government is that notwithstanding the fact

that the previous government's policies were based on racial exclusivist machinations, the current democratic government does not have to re-invent the wheel. This theoretical base posits that for the sake of stability, the incumbent government need only to introduce policy changes incrementally. This will ensure that there is relative stability during the process of transition from one government to another.

According to (Mossberger,2000) public policy decision making is a less technical and more political activity, in which analysis played a much smaller role in determining outcomes than did bargaining and other forms of interaction and negotiation between key decision makers. Incremental model best describe the actual practice of decision making in government.

Gary Brewer and Peter Deleon, 1983, characterize the decision making stage of the policy process as the choice among policy alternatives that have been generated and their effect on the problem estimated. It is the most overtly political stage in so far as the many potential solutions to a given problem must somehow be winnowed down and but one or a select few picked and ready for use. Obviously most possible choices will not be realised and deciding not to take particular courses of action is as much as part of selection as finally settling on best course.

2.2 Institutionalism

At the centre of this model is the relationship between the making of public policy and government institutions. This model posits that policies are not developed in a vacuum, but they are developed within a formalized system of institutions which ensure that a policy is adopted, implemented and enforced by a government institution. It is thus correct to suggest that "policy-making is

closely related to, and intertwined with, political decision-making, which always constitutes a sub theme of public policymaking (Booysen, 2006a). Institutions thus have some legal and constitutional leverage which allow them to give elements of legitimacy, universality and coercion to policies of government (Dye, 1995; Skocpol, 1993).

Within the context of what Mkandiware (2001) terms 'political context' of social policies in 'developmental contexts', South Africa embarked on a concerted process of redressing the inherited imbalances, with the focus on dismantling apartheid social relations and creating a democratic society based on its constitutional principles of equity. Significant challenges facing the democratic government included rebuilding the institutional mechanisms, and initiating and implementing policies that are in line with the Constitution to usher in a new era of a developmental state.

Integrated governance involves ways of ensuring that government functions are one, that there is sufficient capacity in government, that there are proper performance management systems, and that the function of service delivery is properly defined and distinguished from policy making and policy advice function. South Africa has earnestly entered a phase of integrated governance approach. There are still many challenges, particularly those that relate to capacity in the public bureaucracy and the functioning of the institutions (Halligan, 2007).

In government departments, the policy-making machinery is always cascaded through the hierarchy, through a system of memos that are relayed from the junior employees to the Premier/Minister.

2.3 Rationalism

This model asserts that a rational policy is a policy that achieves maximum social gain (Dye, 1995). According to this theoretical model, a good policy should result in the maximization of social gains, keeping in check instances where it might result in costs exceeding gains. According to my personal view, this argument is not necessarily based on the rands and cents. It is however based on the fact that a good policy should result in gains to society that exceeds costs.

According to Lowi (1992), economics, through the vehicle of policy studies, has crowded out politics in political science analysis. This is achieved by evaluating policy in terms of rational self-interested calculation among a number of alternatives. The decisions reached from this calculation should rest on the probability of occurrence and the estimated cost benefit (Lowi, op cit).

It needs to be noted that writers on decision-making are divided into two schools: those who focus on the relationship between power and decision-making and those who examine the relationship between rationality and decision-making (Ham and Hill, 1993). According to the latter argument which posits a rational model for decision-making, there is always embedded in the process, the difficulty of separating facts and values and means and ends. By way of avoiding the latter dichotomies, it is argued that the rational model should first postulate the prior specification of ends and consequently identifying means of reaching those ends (Ham and Hill, 1993).

Simon, (in Ham & Hill, op cit), states that "… rational choice, which involves selecting alternatives which are conducive to the achievement of goals or objectives within organizations, is of fundamental importance in giving

meaning to administrative behaviour" (p.81). Conversely, administrative behaviour is purposive if it is guided by goals. From this argument, he states that there are many ways of reaching goals, and when faced with the need to make a choice between alternatives, the rational decision-maker should choose the alternative most likely to achieve the desired outcome.

The government should thus refrain from designing and implementing those policies that result in a negative social gain. It is therefore of paramount importance that when policies are enacted, the value preferences of society should be known and weighed. The social benefits in this case are based on the overall gain to the socio-politico-economical environment.

2.4 Systems Theory

At the centre of this theoretical model is that public policy comes about as a result of the external socio-political environment exerting pressure on the political system. Booysen (2009) describes a systems theory as " … a generic attempt to come to grips with questions pertaining to both actors involved in the policy process and some of the interactions between those actors" (p.10). According to my view, the systems theory comes about as a result of some centripetal forces that tend to stretch the political system outwards, thus exerting inputs into the system. The outputs of this pressure are value allocations to the system, which are in the form of public policy.

Chapter 3: Literature Overview

HR Planning is defined in the DPSA HR Planning Guideline as a "*process of systematically reviewing human resource requirements to ensure that the required number of employees, with the required skills, is available when they are needed*".

The Public Service Human Resources Management Agency of Canada (2006) defines HR Planning as a *"process that identifies current and future human resources needs for an organisation to achieve its goals. Human resources planning should serve as a link between human resources management and the overall strategic plan of an organisation".*

3.1 Human Resources Planning Landscape

Following the dawn of democracy in South Africa, it became imperative for the new government to restructure the public service (de Coning & Cloete, 2000). This was necessitated by the fact that the previous administrations were based on a system of separate development, confining the majority of Black people to Bantustans and White people in Provincial Administrations. The democratic government that assumed power in 1994 inherited public institutions and structures that needed a revamping in order to fit in with the new ethos of democracy. Booysen (2006a; p.164) posits that this was necessitated by the fact that governments are judged equally by how they supplement policies to help reach the original policy goals, and how they amend policies to fit to new policy contexts.

Structures in organizations provide the necessary stability and a proper sense of reporting on outputs in the particular unit. Rothwell and Kazanas (1994)

define a structure as a relatively stable framework of jobs and departments that influences the behaviour of individuals and groups towards organizational goals (p.211).

On the organizational structure, they refer to the pattern of reporting relationships and duties allocated to departments in the organization. The departmental structure refers to reporting relationships within a work group whereas the instructional structure refers to the relationship between learning experiences.

One of the dilemmas faced by Gauteng public service, HR Planning line commands is that they have not been able to unbundle HR Planning from Human Resource Management (HRM). Whilst performing similar functions, HRM is broader as it includes Human Resource Planning, Organizational Development (OD) and HR Development. Desimone, Werner and Harris (2002) state that the HR Planning function can be a stand-alone function or it can be one of the primary functions of HRM, depending on the trends faced by the particular organization. In this sense, the main three functions of HR Planning are:

- Recruitment and Retention
- Matching and Placing of employees
- Organizational development and
- Career development

The South African Constitution, in section 195, covers the basic principles governing public administration. For purposes of this study, the study will only cover the sections pertinent to HR Planning. The following sub-clauses

from Section 195 should be considered in the context of overall planning and the utilisation of resources in the GPG departments:

- Efficient, economic and effective use of resources must be promoted;
- Services must be provided impartially, fairly, equitably and without bias;
- Good human-resource management and career-development practices to maximise human potential must be cultivated.

Government has put in place a composite package of policies, legislation, regulations and inter-governmental structures and procedures since 1994 to ensure that the objectives of the Constitution are addressed. The overall objective being to ensure that the national reconstruction and development programme (RDP) is realised, supported by a growth employment and redistribution (Gear) and that such economic growth is accelerated and shared (ASGISA).

There is an implicit requirement for a department to ensure that it has the material and human resources, as well as the management and operational systems in order to address the above. In this context, the importance of HR Planning, within the broad context of strategic planning cannot be over-emphasised.

3.2 Strategic and HR Planning

President Mbeki in the 2006 State of the Nation Address points out that “for ASGISA and other government programmes to succeed, it is clear that the machinery of state, and especially local government, should function effectively and efficiently”.

The South African Government has adopted the Medium Term Strategic Framework (MTSF) and Medium Term Expenditure Framework (MTEF) as an opportunity to act in unison with all spheres of government and to ensure alignment and a coherent approach to integrated governance.

To contextualise HR planning, it is important to understand the current planning parameters adopted by the National Cabinet in the approved multi-year cycle, as shown in the figure below.

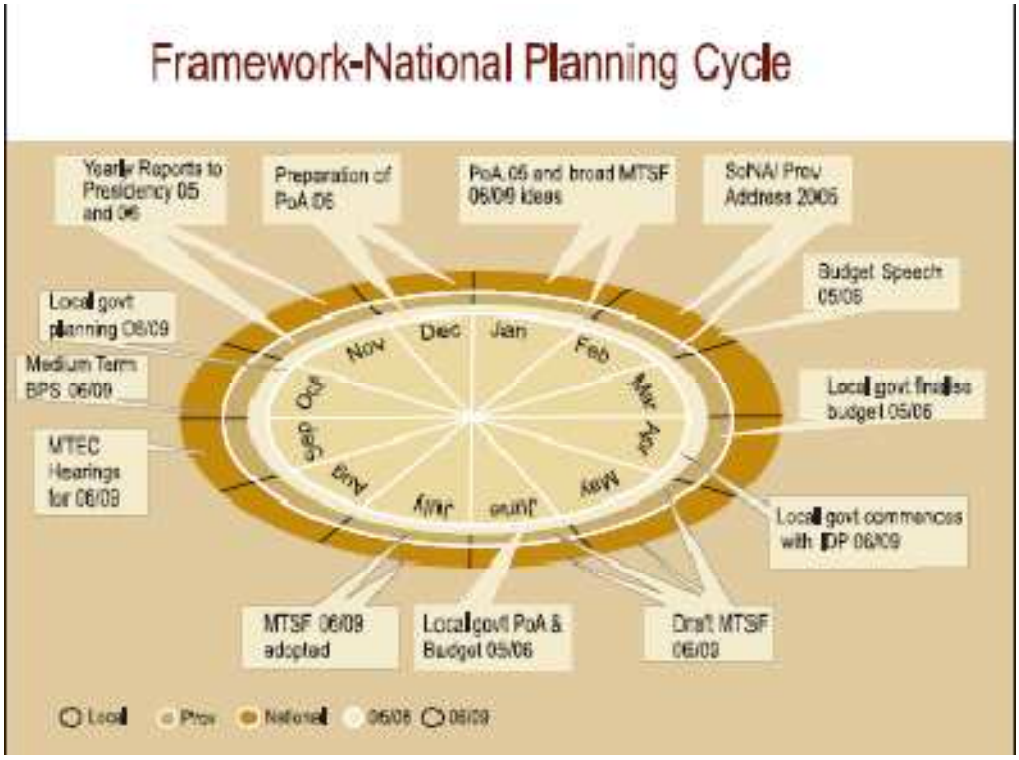


Figure 1: SA Government Planning Cycle, 2005/06

The MTSF is derived from a comprehensive integrated planning framework that involves a sequence of activities. The aim of the sequencing exercise is to:

- Enhance medium-term planning that identifies a limited number of medium-term priorities;

- Ensure that the policy decisions taken by Cabinet inform planning exercises throughout government; and
- Align key elements of government's annual calendar.

The sequence, which will recur annually, begins every year during September / October and consists of nine major steps.

The nine steps listed in the planning framework are:

I. Departmental strategic planning with the objective of identifying key priorities;
II. Cluster-level objectives;
III. FOSAD and Governance & Administration DG Cluster to produce draft to the MTSF;
IV. Review and finalisation of draft MTSF by national Cabinet Lekgotla;
V. The medium-term priorities are communicated to government as well as the public during the State of the Nation Address;
VI. A communication campaign, informing the public in more detail on the priorities of government, is planned as a follow-up to the State of the Nation Address;
VII. Consultation with provincial and local spheres of government;
VIII. Programme planning; and
IX. Monitoring, evaluation and reporting.

HR Planning should be central to and support all the steps listed above. In particular, it should focus on the following steps:

- Departmental strategic planning with the objective of identifying key priorities;
- Cluster-level objectives;
- Programme planning; and
- Monitoring, evaluation and reporting.

At the Gauteng provincial level, the planning framework requires of GPG departments to ensure vertical and horizontal alignment to the Gauteng Province Growth and Development Strategic Priorities . In so doing, HR Planning would be integrated from the strategic planning stages to the monitoring, evaluation and reporting stages.

The Gauteng Office of the Premier should have a specific central role to play regarding the monitoring and evaluation of HR Planning to address the provincial priorities.

3.3 DPSA Guidelines on HR Planning

To give effect to the Public Service Regulations and to assist departments in conducting integrated HR Planning, the DPSA published the reviewed Guideline in July 2006. It is in this guideline that there is a specific reference to the challenge of mitigating the impact of HIV and AIDS on the workplace, through HR Planning.

The guideline was distributed throughout the public service and was made available on the DPSA web site.

3.4 Public Finance Management Act and Treasury Regulations

The Public Finance Management Act (PFMA) reiterates the definitions contained in the Public Service Act and expands on the need for transparency in the budget process. It defines amongst others, the Executing Authority, Head of Department and their respective roles.
For departments, in terms of Regulation 5.2.2(j) of the Treasury Regulations, the **strategic plan** must include the requirements of Chapter 1, Part III B of

the Public Service Regulations, 2001, which, by **implication** of the cross reference to Regulation III D, includes a summary of the HR Plan. This may not have been the original intention of the drafters, as the reporting requirements do not include the detail of the HR Plan.

Section 5.2.3 stipulates that the strategic plan, must form the basis for the **annual reports** of accounting officers as required by sections 40(1)(d) and (e) of the PFMA. However, the annual report template, issued by the National Treasury only includes a summary of the overall HR related issues and not performance against the HR Plan.

3.5 Human Resources Development and HR Planning

In the 2006 State of the Nation Address, the President further stated "Everything we have said so far, concerning ASGISA [and other programmes], points to the inescapable conclusion that, to meet our objectives, we will have to pay particular attention to the issue of scarce skills that will negatively affect the capacity of both the public and the private sectors to meet the goals set by ASGISA".

The challenge for the public service is to ensure that HR planning takes cognisance of skills and capacity required to address the strategic priorities set by Government.

There is a need for training and development to support improved service delivery (through improved work performance) and the need for linkages to the broader HR management and programmes.

Sjekula Mbanga notes in the Service Delivery Review (p.102), “One of the crucial problems confronting the Government Institutions Human Resource Management is the recruitment and retention of scarce skills”. He goes on to caution, “any strategies that are thought of to address the skills gap in the Public Sector should be multifaceted”.

DPSA noted in 2002 on page 6 of the First Edition of the Human Resource Development Strategy for the Public Service,”…that training and education are not the solution to all organisational problems, but recognises that education and training contribute to a strategy for human resource development. Training and education thus need to be systemically linked to the broader processes of Human Resource Planning”.

3.6 International good practice

North America (Canada and the USA) has made the most significant progress in the revision and development of new Human Resources Planning guidelines. In particular, Canada and its’ Federal Provinces have addressed the challenges to HR Planning in a holistic manner.

The major thrust of the Canadian approach is one of integrated HR and Business/Strategic Planning. The holistic and integrated approach adopted by the Canadians is based on the following key principles:

- Planning takes place at all levels;
- Planning is information driven;
- Planning identifies risks and challenges;
- Planning is transparent, value-based and well communicated;
- Regular reporting on integrated planning takes place; and
- Planning efforts are monitored, measured and evaluated.

In both the American and Canadian experiences, a number of positive aspects emerged:

- ✓ The HR planning guideline is streamlined to contain only essential information;
- ✓ The guideline is issued annually and is supported by graphic templates and check lists;
- ✓ There is strong focus on monitoring and evaluation of the departmental HR plans;
- ✓ Support is provided centrally through a national office;
- ✓ A web-based portal has been created for additional resources; and
- ✓ A streamlined report format is used for consistency purposes.

Chapter 4: Methodology

4.1 Study design

Both qualitative and quantitative methods were used in the study. The instruments used to gather information was a questionnaire as well as the one-on-one interviews. A questionnaire in the form of structured list of probing questions was developed for this purpose. The reason for choosing this type of instrument was that it allowed the researcher and the respondents to expand on topics as they saw fit to focus on particular aspects, to relate to their own experience. The emphasis of the questionnaire was on their experience on the whole HR Planning process and its implementation. The questionnaire used a variety of techniques including simple yes/no answers, multiple choices and rating scales. The questionnaire comprised both quantitative and qualitative sections. The quantitative section comprised of questions based on a Likert scale in which respondents have to rate their agreement or disagreement with statements that relate to their perception of the Human Resource Planning processes. The qualitative section was based on questions in which respondents have to provide descriptions of the HR Planning context of their departments.

The questionnaires were piloted with a sample of colleagues to obtain general feedback on structure, wording and layout. The basis for formulation of the questions was the analysis of the DPSA HR Planning Guidelines.

The one-on-one interview was deemed appropriate as it was expected to elicit the desired information from the study population. It also allowed for more flexible investigation of the various issues and enabled the researcher to acquire insight into a diversity of experiences and viewpoints of the respondents.

The information was presented to the interviewees and the questionnaire was used as a topic list, Issues were debated and discussed where appropriate. In some instances, important suggestions were made by interviewees, particularly regarding the revised HR Planning Guidelines. In general, it was felt the interviews elicited honest and open feedback on the HRP practices, the challenges and the way forward.

4.2 Study population

The focal point for this research was the Gauteng public service, with HR Practitioners in all of the ten GPG Departments, which ranges in job categories from the level of an HR officer (junior) to the level of an HR chief director (Manager). For the record, the GPG public service consists of 10 departments.

A list was created consisted of the names of the HR Practitioners of the ten GPG Departments, with the total number of 150 population. The HR Practitioners were divided according to their respective departments (small groups).

All the HR Practitioners (population) were numbered from 01 to 15 per each department.
These numbers were written on the small slips of paper, which were in the same size. The slips were thoroughly mixed and picked up. Again the population of slips was mixed and the next unit selected. In this manner, five slips were selected from each department (group), thus creating a potential list of fifty sample size.

4.3 Data collection

Questionnaires were distributed via e-mail to all HR Practitioners at departmental level, during March and April 2010. Though it harbors a great promise in that the researcher can work from behind her desk through the e-mailing system, one has to be circumspect in the extent to which e-mail survey technique yield results. The danger with this technique was the poor response rate from the respondents. Babbie and Mouton (*op cit;* 261) offer a rule of thumb in relation to return rates of mailed questionnaires. However the consistence follow up on questionnaire by the researcher and one-on-one interviews were important in order for the submission deadline of the questionnaires to be met.

Several participants struggled to complete the questionnaire electronically and during follow up calls, the respondents were happy to complete them over the phone. Previous research has shown that response rates and accuracy are improved by offering completion via the telephone (Hira and Kostelecky, 1995). During the final round of reminders the questionnaire was included in the actual body of the email which made return and completion rate to improve.

Non-scheduled and semi-structured interviews were conducted during May and July 2010. The questionnaire was used as a topic list. Any anomalies noted on the questionnaire were marked for discussion during the interviews and all interviewees were given an opportunity to elaborate on their answers and provide any other information they felt relevant. The interview notes and additional comments made on the questionnaire were typed up and collated.

The non-scheduled interview process produced rich qualitative data in the form of experience and opinions from the respondents.

In total, 50 questionnaires were distributed via e-mail to all departmental HR Practitioners. In addition, all attendees during the one-on-one interviews were issued with questionnaires. At the final deadline for the data collection phase of the research, the return rate was 74% (a total of 37 questionnaires were received). The breakdown is detailed below:

Table: 4.1 Returned questionnaires from respondents per department

Respondents per Department	Returned
Agriculture	5
Community Safety	3
Finance	4
Sport and recreation	4
Health and Social Development	3
Local Government and Housing	4
Education	3
Transport	3
Infrastructure Development	4
Economic Development	4
Total Returned	**37**

Out of 50 questionnaires distributed, the poor response of 9 questionnaires were returned. The telephone follow up and first reminder was done, 11 more questionnaires were returned, With the further second and third reminder done, the response improved to 6 and 11 questionnaires returned respectively. The breakdown of returned questionnaires per reminder is as follows:

Table 4.2 Number of questionnaires distributed and returned

Questionnaire	Returned	1st Reminder	2nd	3rd Reminder	Total
50	9	11	6	11	37

4.4 Reliability and validity

Reliability has been defined as the extent to which the observable (or empirical) measures that represent a theoretical concept are accurate and stable when used for the concept in several studies (Bless & Higson-Smith, 1997). By its nature, however, this
study could only offer an exploration of the viewpoints of one target group. While the researcher sought areas of consensus among respondents and explored the applicability of the findings to a broader group, the interpretation of the results will primarily pertain to the target group in question.

Furthermore, data collection methods based on non-scheduled, semi-structured interviews carry with them an intrinsic element of subjectivity and potential exposure to critique from the scientific community. Any interview is likely to be influenced by the skills, characteristics and personalities of both parties. The researcher was aware of the risk that respondents might refrain from expressing their real opinions and true feelings.

Much depended on the objectivity and personal attributes of the researcher. In order to improve the validity of the findings, the researcher made use of a process of triangulation (Patton, 1987; Bless & Higson-Smith, 1997). As an additional validation strategy, the conclusions and recommendations from this research were fed back to the respondents in order to verify whether they regarded the outcome as a reasonable reflection of their viewpoints.

4.5 Ethics

The researcher is an employee of the Gauteng Provincial Government, operating in the Office of the Premier (OoP).
The researcher is aware of the fact that being based at the OoP, she is in a privileged position to source information from the departmental HR Practitioners. Although there was a ready willingness on the part of the HR Practitioners to fully cooperate with this study, the researcher remained sensitive to departmental issues and to interpersonal realities and perceptions. The researcher did not encounter any problems with regards to access to HR Practitioners, circulating of the questionnaires, conducting interviews or with obtaining permission to interview personnel.

The completion of questionnaire and the participation in interviews by the respondents was on a voluntary basis, while participants could withdraw from the research process at any point. The researcher remained aware of the fact that issues related to human ability and competence can be sensitive. For this reason she ensured that the respondents were fully involved in the process to ensure that any findings from the study would have the full backing and consent of the target group, prior to formal submission of the research report.

Chapter 5: Presentation of results

5.1 Analysis of Questionnaire

In all instances where questionnaire data is reported on, the following format will be followed.

- A high level summary of statements which respondents were in agreement with
- A high level summary of statements which respondents were not in agreement with
- A detailed tabular breakdown of all the responses to the questionnaire, including an indication of the total number of responses for each question
- An indication of actual number of responses converted into percentages in the adjacent column.
- In all instances, percentages have been rounded off to the nearest whole number.

The responses of the questionnaires formed the basis for the following sections:

5.2 The use of DPSA Guidelines

It was disconcerting to note that less than 50% of the participants were aware of, or used the existing HR Planning guidelines.

Officials used resource persons or service providers to develop the HR Plans. This also accounted for the different interpretations of the requirements of HR Planning in terms of the existing guidelines.

It was further noted that respondents were not aware of, or informed of, the changes to the HR Planning template.

Of the 37 responses, 51% indicated that the DPSA Guidelines for HR Planning had been used when developing the HR Plan and 49% indicated that they were not used. This information is detailed in the table below.

Table 5.1 The use of DPSA Guideline

Questions	Disagree	Agree	Total	Significant @ 5% level[1]
Q1: Use of DPSA Guidelines in completing the HRP	18	19	37	-

5.3 Reasons for NOT using the DPSA Guidelines for HR Planning

Of the 25 responses for this question, 36% indicated that the DPSA HRP Guidelines were not user friendly because there was little knowledge and understanding of how to use the Guidelines. Further information is shown in the table below.

In addition, 30% indicated 'other', which includes:

- The guidelines did not provide clear guidance on the development of the HRP. The table indicates that no respondent said the guide was not user friendly.
- DPSA reporting template not user friendly and time consuming
- Lack of resources
- The HRP was developed by consultants
- The department only has a draft HR Plan for the current financial year

[1] Chi-square of goodness of fit was used in table 5.1.
* = significant at 5%
** = significant at 1%
- = no significant

Table 5.2 Reasons for not using DPSA Guidelines[2]

Q2: Reasons for not using the Guidelines	No. of Responses	%
Not aware of the existence of DPSA guidelines	7	28
DPSA guidelines not easily accessible	0	0
DPSA guidelines not user friendly	9	36
No capacity to use the DPSA guidelines	5	20
No knowledge and understanding of how to use DPSA guidelines	4	16
Other (give detail)	0	0
Total Responses	**25**	**100**

5.4 The use of Human Resources tools

All respondents indicated that they had developed an Employment Equity Plan (EE) in line with national legislation and directives. The EE Plans were necessary for the transformation of the departments. It was also reported that a significant number of decisions on human resources related matters were derived almost exclusively from the EE Plans. Thus, the HR Plans are ignored to meet the targets set by race and gender.

There was also some concern that there was 'rigid' application of the EE targets for selection and these were not in line with the other departmental plans on training and development.

The analysis of the responses shows that varied tools are used within departments. The number of responses for each of the 10 statements ranged from 3 to 30. All the tools listed were used by the respondents for HR Planning, with the obvious exception of the DPSA HR Planning Guidelines.

[2] The null hypothesis for all tests was that both alternatives were equally likely.

There is evidence from the responses, that a wide range of tools are used by responses, with some specific application for HR Planning. The most commonly used tools by respondents for HR Planning are:

- DPSA HR Planning Guidelines (52%)
- Labour market forecasts (35%)
- HR white papers, DPSA HRM and HRD documentation (28%)
- Competency models (24%)

Table 5.3 The use of Human Resources tools[3]

Questions	In use in the Department	Used specifically for HRP	Both	Total	Signi ficant
Q3.1 Employment equity plans	10	4	5	19	-
Q3.2 Skills Development Plan	18	2	2	22	-
Q3.3 DPSA HR Planning Guideline	7	13	5	25	-
Q3.4 Exit interview	8	7	6	21	-
Q3.5 Competency models	12	5	4	21	-
Q3.6 HR white paper, DPSA HRM and HRD document	9	5	4	18	-
Q3.7 Labour market forecast	9	6	2	17	-
Q3.8 Alternative service delivery initiatives	11	4	5	20	-
Q3.9 Occupational Classification Systems	9	2	6	17	-
Q3.10 PERSAL	9	1	10	23	-

5.5 HR Planning Framework – 2015

The human resources plans that were submitted to the Office of the Premier clearly pointed to the lack of the understanding of the HR Planning

[3] The null hypothesis for all tests was that both alternatives were equally likely

Framework. The departmental HR plans varied in length and detail. This lack of the understanding of the Framework has resulted in respondents completing the general sections in detail while not focusing on the core human resource related challenges.

A more significant finding is the lack of the adoption of a truly integrated HR Planning Framework that combines people management and business imperatives. This has resulted in an ad-hoc and unfocused approach to HR Planning and consequentially, in varying degrees, has deprived HR Practitioners of amongst others:

- A clear alignment between the department's workforce and government priorities as well as the department's mission, strategic plan and budgetary resources.
- Supportive HR strategies that meet current and future needs of departments.
- The achievement of business excellence through the promotion of initiatives to attract and retain an engaged, sustainable and competent workforce.

Assistance for managers in realigning and analysing their workforce

5.6 The departments HR Plans compliance with DPSA Guidelines

The results of the survey suggest that currently, 67% of respondents in the sample are able to adequately assess the demand for human resources in the HR Planning process and 57% are able to adequately assess the supply for human resources. In addition, 79% of respondents indicated that a plan is developed to address the identified human resources gap in the department

and 57% indicated that the gap between supply and demand is clearly defined within the department. See the tables below for further details.

Table 5.4 Departmental HRP compliance with DPSA Guideline[4]

Questions	Disagree	Agree	Total	Significant @ 5% level
Q4.1 The demand for human resources is adequately assessed in the HR Planning process in your department	8	16	24	-
Q4.2 The supply of human resources is adequately assessed in the HR Planning process in your department	10	13	23	-
Q4.3 The gap between the supply and demand of human resources is clearly defined in your department	5	19	24	*
Q4.4 A strategic / operational plan is developed to address the identified human resources gap in your department	10	13	23	-

5.7 The extent to which DPSA HR Planning Guidelines are adhered to

From the respondents, there is **agreement** that the following elements of the DPSA HR Planning Guidelines have been linked to the best practice found. The responses below reflect this linkage where appropriate:

- The department is committed to the continuous development of employees through appropriate capacity building initiatives (78%)
- The total number of employees trained and the type of developmental programmes provided is easily determined and used to define the gap (73%)
- The department has recruitment procedures that promote the timeous hiring of competent employees to the team (71%)

[4] Chi –square, p33.

- The total number of permanent and temporary staff is easily determined and used to define the gap (70%)
- The total number of employees recruited during the preceding 12 months is easily determined and used to define the gap (67%)
- Departmental business plans clearly describe the activities to be undertaken to achieve set goals (62%)
- The total number of staff losses is determined and used to define the gap (60%)
- A detailed departmental employee profile is developed in order to assess human resource supply (57%)

Disagreement with the following statements was reported:

- The HR Plan has a financial component that provides realistic costs for all interventions (40%)
- There is a regular assessment of the capacity of the open labour market to provide the department with the required competencies (37%)
- The HR Plan contains targets and timeframes to measure the success of the plan (32%)
- Implementation against the HR Plan is regularly monitored (25%)
- Appropriate methods are used to forecast the number of human resources needed (28%)
- Staff mobility rates are calculated and inform the HR plan (27%)
- The department is well equipped to develop a retention strategy that will maximise on its investment in the development of human resources (27%)

- The department has a Workplace Skills Plan that promotes and supports the development of employees and achieves capacity building objectives (25%)
- The future skills requirements of the department are well documented and communicated (24%)
- The HR Plan actively addresses ways in which the defined shortages are to be addressed (23%)
- Appropriate links with all learning institutions are made and maintained in order to promote access to skilled human resources (22%)
- A detailed departmental employee profile is developed in order to assess human resource supply (20%)

The disagreement statement with the HR Planning guidelines shows that respondents have no capacity to implement their HR Plans.

5.8 Reliance on Service Providers

Some of the respondents are assisted by the service providers in developing their HR Plans. This influences the ability of the HR Practitioners to hold the service provider accountable for the implementation of deliverables, from a quality perspective.

In some instances, the HR Practitioners keep on re-appointing the service provider on a yearly basis to assist with the development of HR Plans. This reliance has impacted negatively on the ability and commitment of the HR Practitioners to build internal capacity on HR Planning. This also poses a challenge in implementing the HR Plan because the service providers do not transfer the skills in terms of the execution of the HR Plan.

This finding is supported by the HRM Report (ibid) which identifies a key constraint to the emergence of HR as a strategic partner in taking up the global challenge as being a deficiency in the ability of HR to translate "departmental strategic plans to organisational and people management strategies and plans".

The absence of core HR Planning skills, involving the integration of HR Planning with operational plans, among HR Practitioners and an over reliance on service providers, has resulted in a reduction in the quality of the information available to managers for the development of strategy and the required funding to support it.

The above responses and the findings below point to a deficit in the skills and capabilities of the HR Practitioners. Respondents were asked to indicate the current departmental capability relating to three key areas:

- Ability to identify and address current competency gaps
- Ability to determine and address short and long term staffing needs
- Ability to identify and address critical recruitment areas

Agreement with the related statements ranged from 8% to 29%. Disagreement with the statements ranged from 33% to 54%, whilst strong disagreement of 17% to 33% was reported against only one statement – the ability of the respondents to determine and address short and long term staffing needs. The three tables below contain further detail.

Table 5.5 Reliance on Service Providers[5]

Questions	Disagree	Agree	Total	Significant @ 5% or 1% level
Q5.1 The department is able to identify and address current competency gaps	12	7	19	-
Q5.2 The department is able to determine and address short and long term staffing needs	15	5	20	*
Q5.3 The department is able to identify and address critical recruitment areas	3	28	31	**

One respondent indicated that the he is able to identify staffing needs and critical recruitment areas but the management is unable to address them due to scarcity of the required skills in the market.

The reliance on service providers and the skills deficits could be addressed by a renewed and focused training and development strategy that focuses specifically on HR Planning. However, HR planning cannot be seen as a solution to all the HR and staffing difficulties experienced in the public service.

5.9 HR Planning reporting template

Linked to the framework for HR planning and the reliance on service providers is the unfriendly and time consuming reporting template. A specific section in the questionnaire was allocated to reports and templates.

The responses in this section of the questionnaire indicate that content and templates are an area of HR Planning that require significant further review. Respondents indicated consistent **disagreement** with all four of the statements:

[5] Chi –square, p33.

- High quality, user friendly, integrated desktop applications are available for all HR practitioners and line managers (29%)
- A template for HR planning outlining the components of a strong plan, is supplied (32%)
- Central reporting requirements are simplified and integrated (26%)
- There are flexible and adaptive reporting formats for HR plans (52%)

Table 5.6 HRP Reporting Template[6]

Questions	Disagree	Agree	Total	Significant @ 5% or 1% level
Q6.1 High quality, user friendly, integrated desktop applications (e.g. standardised report formats) are available for all HR planners and line managers	11	8	19	-
Q6.2 A template for HR planning outlining the components of a strong plan, is supplied	12	15	27	-
Q6.3 Central reporting requirements are simplified and integrated	9	13	22	-
Q6.4 There are flexible and adaptive reporting formats for HR plans	9	6	15	-

5.10 Monitoring and Evaluation

Respondents from the questionnaire indicated that the HR Plans were not reviewed thoroughly on a regular basis. Of greater concern, it was reported that the plans were not implemented. This also pointed to difficulties experienced with the Performance Management of the HR units.

[6] Chi –square, p33.

A major reason offered for the monitoring and evaluation problems was the lack of ownership of the HR Planning. The HR Planning is seen as a compliance 'burden' and is allocated to the human resources units for completion and not linked to the core business and strategies of the departments.

This further contradicts the importance of HR Planning when seen in the context of the Medium Term Strategic Framework. The sections dealing with HR in the annual report do not fully address HR Planning, but merely gives a high-level summary of the existing HR situation in departments.

5.11 Existence of current HR Plan in the department

Of the 37 responses, 65% of the respondents indicated 'yes' to the existence of a ***current*** HR Plan within the department. The table below contains further detail.

Table 5.7 Existence of HR Plan in the department [7]

Questions	Disagree	Agree	Total	Significant @ 5% or 1% level
Q7: Existence of current HR Plan within the Department	13	24	37	-

35% of the sample indicated that a current HR Plan does not exist, the following reasons were cited:

- The HR Plan is in the process of being developed, there is internal lack of capacity to complete it. A service provider will be appointed to further develop the HR Plan. The HR Practitioners could not obtain assistance from OoP in this regard;

[7] Chi –square, p33.

- The HR Practitioners are in the process of developing a Retention Strategy, Succession Planning and Career Management, thus HR Plan will be developed when this process has been finalised ;
- The HR Practitioners are presently concentrating on the turnover rate of employees with scarce skills;
- We are in a developmental phase as an institution, HR Plan will be developed at a later stage;
- The HR Plan is currently in a draft format. The department is currently in the process of reviewing the organisational structure and that is impacting on the finalisation of the HR Plan;
- A final HR Plan daft plan is in place but it is awaiting approval by the HOD and the MEC for implementation in the next financial year;
- The last financial year HR plan was not approved and being implemented, therefore there is no use of developing HR Plan for the next financial year;
- The department has separate plans, namely Skills development, HRD, post filling strategy, EE, Recruitment and Retention.

The monitoring and evaluation of the implementation of HR Plans, is missing at both departmental level as well as provincial level.

5.12 Approval of HR Plans

Most respondents indicated that they did not have a formally approved HR Plan. The lack of a formal structure and changes in the leadership of the departments were cited as reasons for the lack of approval.

Of the average of 37 responses for each of the four questions in this section, respondents most frequently indicated that current and approved plans were in existence in the department, with the exception of a talent management strategy, where most respondents indicated that this was not present.

Respondents were asked to indicate which of the other four ***current and approved*** HR Related Plans the Department has. The results show that 77% of departments have a Skills Development Plan, 64% have an Employment Equity Plan**,** 52% have a HRD Plan in place and lastly, 40% have a Recruitment Plan in place. The four tables below contain further detail of these responses.

Table 5.8 Approval of HRP[8]

Questions	Disagree	Agree	Total	Significant @ 5% or 1% level
Q7.1 Does the department have a *current and approved* employment equity plan?	5	29	34	*
Q7.2 Does the department have a *current and approved* skills development plan?	3	34	37	**
Q7.3 Does the department have a *current and approved* human resources development plan in place?	11	23	34	*
Q7.4 Does the department have a *current and approved* recruitment plan in place?	17	18	35	-

Respondents also provided additional insight regarding current related practices, these include:

- Our Recruitment policy has been developed and approved
- Bursaries are afforded for scarce skills
- Mentoring for scarce skills has been approved
- The appointment of engineers who have the necessary qualifications but who are not yet registered in the process
- The HR Plan has been replaced by Skills Development plan
- The department has an approved retention strategy but still has the challenge of retaining scarce categories. Talent management and succession plans are still in draft format

[8] Chi –square, p33.

To adequately address the challenges of a lack of compliance, the Heads of Department should be contracted on HR Planning on their performance management contract.

5.13 Impact on Service Delivery

The above findings point serious deficiencies in the management and performance of the human resource function as a whole in some departments. This is further compounded by the inability of some HR Practitioners to link the HR Planning to the mandates of departments. It was fully acknowledged that HR Planning needed to be based on the strategic plan and mandates of the department.

It was reported that HR Practitioners do not use the HR Planning in the recruitment and retention of employees. This had a direct impact on service delivery, as it was felt that the skills gaps and challenges in the department were not adequately addressed

5.13.1 The extent of human resource unit's involvement in the development of the HR Plan

Of the 30 respondents to this question, 57% indicated that they were responsible for the development of the plan. 7% of the respondents indicated that they were involved in the development of the HR Plan.
The table below provides further detail.

Table 5.9 HR Unit Involvement[9]

Q8: Extent respondent's involvement with the development of the HR Plan	No. of Responses	%
No involvement	2	7
Limited involvement	2	7
Provided input for the HR Plan	4	13
Completed the HR Plan	5	17
Responsible for the HR Plan	17	57
Other (give detail)	0	0
Total Responses	**30**	**100**

One respondent indicated that, "Currently no specific method is used to identify skills, competencies and needs".

Table 5.10 Identification of competencies

Questions	Disagree	Agree	Total	Significant @ 5% or 1% level
Q8.1 A detailed departmental employee profile is developed in order to assess human resource supply	9	9	18	-
Q8.2 Current recruitment and selection practices are attracting and selecting the right competencies and skills to deliver on the department's mandate	9	12	21	*
Q8.3 Staff mobility rates are calculated and inform the HR plan	5	6	11	-
Q8.4 Staff turnover rates are regularly determined	15	3	18	*

Additional comments from respondents include:

- Communication with professional associations and tertiary institutions takes place on a regular basis
- Vacant posts are advertised in the press
- Normally the department does consult with stakeholders like Chartered Accountant associations to provide the department with the required competencies

[9] Chi –square, p33.

- Tertiary education institutions
- No dedicated unit established to do this
- All recruitment processes include the targets set in the HR Plan
- We have a personnel budget, recruitment cost budget and training and development budget
- Not monitored regularly, hence the late reviews or even non review of the plan
- Quarterly departmental programme and budget evaluating committees
- There is no regular assessment of the capacity of the open labour market to provide the department with the required competencies
- The department has quarterly reviews where the recruitment, selection, retention and staff loss profile is evaluated against the set targets and plans

5.14 Departmental Challenges

The gaps and needs analysis section of the questionnaire covered key areas based on the research done for the study. These included:

- ✓ Restructuring and reconfiguration
- ✓ Leadership and accountability
- ✓ Role definition of the HR function
- ✓ Process and design of the HR plan
- ✓ Training and development

5.14.1 Constant Departmental Restructuring

Serious concerns were raised regarding the approved department's structure. The affordability and ability to fill critical posts was seen as the major obstacle.

The changes to the Members of the Executive Council (MEC's) and Heads of Departments were seen as the most significant extraneous factor affecting the HR Planning. It was reported that these changes have resulted in departments being in a constant state of 'restructuring and reconfiguration'. The lack of stability in some departments affects the service delivery and the internal operations of the department.

Another concern raised was the lack of finality in some departments on the decentralisation of functions. This too, made planning for human resource impossible.

5.14.2 Leadership and Accountability

The respondents indicated that the HR units were not involved in the departmental strategic planning processes. This resulted in lack of appreciation of the role of the HR function to support the core business of the department by the other line managers.

This lack of support from the senior management of the department resulted in the non-approval and the lack of the implementation of the HR Plans.

Specific questions were asked of respondents on the leadership and accountability related to the development, approval and implementation of the HR Plans. The findings are tabulated below:

Table 5.11 Leadership and Accountability [10]

Questions	Disagree	Agree	Total	Significant @ 5% or 1% level
Q9.1 Heads of Departments are accountable for the delivery of the HRP in the department	14	4	18	*
Q9.2 A senior manager is appointed as HRP champion to lead and facilitate the process in the department	15	4	19	**
Q9.3 Departmental leaders support and communicate the importance of proactive strategic and operational HRP	12	3	15	*

This finding is also documented in The Report (Ibid) which states, "the relationship between HR Units and line managers is weak and based on the delivery of mundane transactions and not a strategic contribution by HR Practitioners."

Respondents indicated dis***agreement*** with the following statements:

- Heads of Department are accountable for the delivery of the HR Plan in the department (38%)
- A senior manager is appointed as HR planning champion to lead and facilitate the process in the department (35%)
- Departmental leaders support and communicate the importance of proactive strategic and operational HR Planning (37%)

5.14.3 Process and Design

Respondents indicated **agreement** with the following statements:

- HR planning is a well-designed, integrated and institutionalised process based on good management, values and principles (45%)

[10] Chi –square, p33.

- Linkages between the Public Service Act/Regulations and HR planning are communicated within the department (44%)
- There is an understanding and recognition of the qualitative, as well as quantitative aspects of HR planning and its impact on business/unit outcomes (56%)
- There is a common framework for HR planning (48%)
- Responsive and flexible tools are developed and shared (38%)
- HR planners provide strategic advice and policy input to management as full partners in business and HR planning (30%)

Respondents indicated **disagreement** with the following statements:

- HR planning is integrated with departmental business and financial plans (32%)
- There is a central support centre that provides timely advice on HR Planning (56%)
- There is a central support centre that collects and shares HR planning best practices across the public service (35%)
- There is a central support centre that provides regularly updated information to support those involved in HR planning (58%)
- DPSA provides adequate and appropriate HR Planning consulting support to departments (39%)
- Stakeholders are engaged, HR plans are shared, and they are kept informed throughout the HR planning life cycle (32%)
- HR practitioners consult with stakeholders throughout the planning cycle as required (47%)
- There is a consistent, transparent approach to HR planning across the department (36%)

Table 5.12 Process and Design[11]

Questions	Disagree	Agree	Total	Significant @ 5% or 1% level
Q10.1 HR planning is a well designed, integrated and institutionalised process based on good management, values and principles	4	18	22	*
Q10.2 HR planning is integrated with departmental business and financial plans	14	10	24	-
Q10.3 There is a consistent, transparent approach to HR planning across the department	16	18	34	-
Q10.4 HR planners provide strategic advice and policy input to management as full partners in business and HR planning	12	13	25	-
Q10.5 HR practitioners consult with stakeholders throughout the planning cycle as required	16	10	26	-
Q10.6 Linkages between the Public Service Act/R	4	19	23	*
Q10.7 There is an understanding and recognition of the qualitative, as well as quantitative aspects of HR planning and its impact on business/unit outcomes regulations and HR planning are communicated within the department	11	18	29	-
Q10.8 Stakeholders are engaged, HR plans are shared, and they are kept informed throughout the HR planning life cycle	14	11	25	*
Q10.9 There is a central support centre that collects and shares HR planning best practices across the public service	16	14	30	*
Q10.10 There is a common framework for HR planning	12	19	31	-
Q10.11 There is a central support centre that provides regularly updated information to support those involved in HR planning	23	7	30	*
Q10.12 There is a central support centre that provides timely advice on HR Planning	23	6	29	*
Q10.13 Responsive and flexible tools are developed and shared	10	17	27	-

[11] Chi –square, p33.

5.15 The Role of Office of the Premier (OoP) on HR Planning

When asked whether or not OoP should have a role to play in HR Planning for departments, 100% of the respondents indicated ‘yes’. More specifically, this role should include, as indicated by ‘yes’ responses:

- Provide expert advice and support to the departments (94%)
- Provide support in the implementation of departmental HR Plans (100%)
- Provide HR Planning training courses and workshops (100%)
- Determine and communicate minimum requirements for reporting (96%)
- Provide mentorship and coaching opportunities (94%)
- Communicate the importance of HR Planning to senior managers (100%)
- Develop GPG wide communication plan that demonstrate the benefits of HR Planning (89%)
- Provide support on HR Planning budget aspects (87%)
- The OoP should develop a Human Resources Planning Monitoring and Evaluation tool that will monitor the implementation of departmental HR Plans (100%)

Table 5.13 The role of the Office of the Premier[12]

Questions	Disagree	Agree	Total	Significant @ 5% or 1% level
Q11.1 Should OoP play a role in HR Planning for departments	0	37	37	**
Q11.2 Provide expert advice and support	2	30	32	**
Q11.3 Provide support in the implementation of departmental HR Plans	0	37	37	**
Q11.4 Provide mentorship and coaching opportunities	2	30	32	**
Q11.5 Provide HR Planning training courses and workshops	0	37	37	**
Q11.6 Provide support on HR Planning budget aspects	2	30	32	**
Q11.7 Communicate the importance of HR Planning to senior managers	0	37	37	**
Q11.8 Develop GPG wide communication plan that demonstrate the benefit of HR Planning	4	32	36	**
Q11.9 OoP to develop an HRP M&E tool to monitor the implementation of departmental HR Plans	0	37	37	**

[12] Chi –square, p33.

Chapter 6: Analysis of one-on- one interview sessions

6.1 Role definition of the human resource function

Respondents experienced varied difficulties with the recruitment and selection processes in their respective departments. The following is what they mentioned as their difficulties:

" my department cannot achieve its strategic objectives because of lack of competent employees".

"recruitment is done on an ad hock basis and there is no HR plan to inform the recruitment process in my department".

This was compounded by the lack of skills within the broader pool of human resource candidates. It must be pointed out that in the feedback from the interview meetings, there appeared to be a shortage of human resource planning skills in the Gauteng Province.

In an isolated instance, the HR Units was used for the placement of officials who could not be absorbed because of the restructuring within the department. Thus, support for HR was seen as ad hoc.

Some respondents also pointed to the existence of silos within the HR Units and the plans created to manage the sub-components. Therefore, each of the sub-units had to 'compete' for resources and attention, within the broader framework of departmental dynamics.

This view is also supported in The Report (ibid) which states, "fragmentation of HR processes due to inherent functional silos in the way in which HR organisations are designed particularly in big departments leads to inefficiencies and long turnaround times for HR service delivery"

In general, the respondents felt disempowered and isolated from the core business of the departments. Additionally, it was found that the Human Resource function (in all its aspects) is not taken seriously enough by line managers. It is not seen as a strategic function, but rather a 'pliable' support function.

The respondents indicated that there is a need for a greater focus on developing the HR Planning capacity within the Office of the Premier. This was supported in the information obtained from one-on-one interview sessions.

6.2 Profile and Structure of the HR function

The challenges around HR Planning within departments, documented in both the interview sessions and in the results of the questionnaire, are symptomatic. However, the findings from this research are consistent with many of the findings and recommendations contained in the HR Management Report of 2005.

The one - on - one interview revealed that the HR function is not seen as core to the implementation of the strategic plan and central to the long-term planning taking place in the departments, leading to frustration and, in many cases, non-delivery or ineffective provision of HR services. The key to addressing this issue lies in the repositioning of the HR function to emerge as a Strategic Partner for the departments. The Strategic Partner Model, as defined in the HRM Report of 2005 has four broad and equally important roles for HR, namely:

- Strategic partner
- Change Agent

- Employee Champion and
- Administrative expert

In the context of the current repositioning discussion, HR Planning is seen as a key strategic HR process within the defined Strategic Partner Role. However, effective and quality driven HR Planning cannot take place unless the process is fully integrated into the overall strategic and business planning of each department. For the HR function to be integrated within the department at this strategic level, key HR positions must be filled by HR experts, who possess the relevant HR competencies and who are able to make an active and visible people contribution to the overall functioning of the department. HR experts with strategic responsibility should of course have the commensurate authority and decision-making ability in order to effectively carry out their roles and responsibilities.

As defined in the HRM Report, "*processes such as strategic HR planning, strategy translation and organisational development should now become the core functions of the new HR in the Public Service. This is so as these functions leverage service delivery by developing strategic visions for human resources in departments and knowing and understanding the supply-demand dynamics in the labour market and linking these to the personnel projections of the department in the medium to long term thus developing recruitment strategies that will deliver best talent on time, within the right budget and in the right place.*"

It must be emphasised that the current move away from an exclusive focus on the administrative expert role, has to be supported by the relevant levels of core HR competencies within each department. Increased levels of expertise will allow for the effective assumption of multiple roles, including "creating,

delivering and sustaining a value proposition for the organisation's strategic goals and plans".

Within the repositioning context, the creation of a HR Planning unit that is positioned at the appropriate strategic level within the department is recommended. Core functions of this unit, should include:

- Monitoring the implementation of HR plans;
- Review of all HR plans from both departments and the province;
- Recommendations on adjustments to departmental and provincial HR plans;
- Oversight of the Central Support Centre and all its activities as recommended in this report;
- Development of strong working relationships with all HRM departments and line managers relating to HR Planning issues;
- The monitoring and evaluation of the quality of HR Plans throughout the Province

The respondents recommended that DPSA and OoP consider establishing a **standard minimum structure for the HR function**. The structure needs to be 'scalable' to cover the varying sizes of the departments. Precedence has been set by the National Treasury in relation to the Supply Chain Management and Chief Financial Officer function. The exact nature and form could be determined internally by the OoP and DPSA, using existing internal resources.

6.3 Content and Templates for HR Plans

Based on findings, there was full support for the development of a detailed guideline to assist HR Practitioners in undertaking proper HR Planning. Respondents welcomed the provision of standard templates for and report formats. In some instances, participants felt that OoP needed to be much more prescriptive on content and templates for HR Planning

There was extensive support for the issuing/publishing of the **HR Guide on an annual basis** that is linked directly to the MTSF and MTEF planning and budgeting cycles of Government.

The revised HRP Guidelines should include the following:

- ✓ Standardised HR Plan Template with defined headings
- ✓ The HR Plan template should be no more than 20 pages in length and the main focus should be on the action plan emanating from the initial environmental scan and workforce analysis
- ✓ A series of checklists in the Appendices. These are working papers for HR Planners to record information and identify key areas for inclusion in the action plan
- ✓ A self assessment that assists the HR planner with the evaluation of his/her own submission

In addition, respondents made the following comments:

- The Gauteng departments should share completed plans among each other for best practice purposes
- The OoP should be responsive to the changing needs of HR managers in the Gauteng Public Service. Some departments do not trust their

expertise/skills level and are referred to other government departments for assistance.

Respondents also made additional suggestions regarding the future role of OoP in HR Planning:

- Strengthen the HR Planning component and capacitate it to concentrate on all the functions it is designed for;
- OoP to come with reporting mechanism by departments on quarterly basis to show the seriousness of HR Planning;
- OoP should develop HR Plan and Planning IT system that assists departments with the provision of user friendly, reliable and on-line access to information;
- OoP should be visible in strategic and supportive roles rather than punitive. It should also understand and accommodate the uniqueness of certain departments
- OoP could provide training and monitoring progress as part of support - training for HR Planners as well as management;
- More guidelines and templates from the OoP would assist in the development of HR plans;
- OoP should assist in clearly defining ways in which departments could monitor and enforce the implementation

Chapter 7: Recommendations

Based on the analysis of questionnaire data and interviews, the following important issues are highlighted:

- ✓ Development of the HR Planning Monitoring and Evaluation Tool.
- ✓ Need for extensive business and HR Planning integration.
- ✓ Defined accountability for HR Plans within departments.
- ✓ Extensive stakeholder involvement in the HR Planning process.
- ✓ The emergence and acknowledgement of HR as a key driver of departmental success.
- ✓ Focused HR Planning development.
- ✓ Development of professional HR Planning expertise within the OoP and Gauteng Public Service.
- ✓ Development of a Central HR Planning support function to provide technical HR Planning assistance and advice to all departments.
- ✓ Focus on regular HR Planning information sharing and best practice between departments.

7.1 Leadership and Accountability

As shown above, there is a lack of leadership and accountability on HR Planning in most departments. The Public Service Regulations (PSR) currently makes the Executing Authority (HoD) responsible for the development and implementation of the HR Planning. It further assumes that delegations are in place that enables the HoD's to comply with the PSR. Since there are no mechanisms to monitor the performance of Executing Authorities, it is not possible to assess if there is compliance with the PSR. It is therefore recommended that accountability for the development and

implementation of the HR Planning be formally placed at Head of Department level through performance management system.

This is supported by the findings in the questionnaire.

It is further recommended that one of the HR unit's roles and responsibilities should include that of *Strategic Leadership, Guidance, Alignment, Monitoring and Reporting.* One of its key functions would be to oversee the implementation of the departmental HR strategies and plans and assess performance on progress, results and impact of the management and implementation of these.

7.2 Responsibilities of Line Managers

The respondents felt that, there is a well-defined need for departments to adopt a fundamentally different and integrated approach to HR Planning. The integration needs to occur in both a vertical and horizontal direction. Firstly, HR Planning cannot be divorced from broader strategic planning within the department and secondly, there has to be effective overall co-ordination of the implementation of the HR Plan through the acquisition, development, utilisation and retention efforts required to effectively manage human resources.

Specific HR Planning issues that need to be addressed within the departments include:

A proactive approach to the inclusion of key stakeholders throughout the planning process is urgently required to get both a holistic sense of strategic direction and significantly lift HR Planning out of an exclusively HR activity, as

well as show the role that HR has to play in creating a successful department. This links into current investigations around the repositioning of HR within the public service, whereby HR has a significant strategic role to play in the functioning of the department overall.

HR Planning is a dynamic process and should involve regular feedback to all stakeholders, especially top management, on the success and impact of the plan. Actual versus desired data must be constantly reported on and not left for an annual review. The feedback process should support decision making within the department. This will go a long way in reducing the seemingly isolationist and silo-like decision making characteristic of many departments within the Gauteng Province.

The crux of this recommendation lies in the strengthening of the working relationship between HR Practitioners and line management in all areas of people management within the departments.

The specific responsibility for the development and implementation of the HR Plan, it is recommended should be designated to a member of the Senior Management Service.

7.3 Process and design of the HR plan

The findings in this section of the research point to the varying emphasis placed on the process and design of the HR Plan within the departments. The major focus of the disagreement with the best practice statements, include:

- There is a central support centre that collects and shares HR Planning Best Practices across the Gauteng Province;

- There is a central support centre that provides timely advice on HR Planning;
- OoP provides HR Planning consulting support to departments;
- Responsive and flexible tools are developed and shared;
- There is a central support centre that provides regularly updated information to support those involved in HR planning; and
- HR practitioners provide strategic advice and policy input to management as full partners in business and HR planning

These findings suggest opportunities to improve the overall way in which HR Planning is managed through the possible use of a central support centre. It is recommended that OoP consider establishing a Central Support Centre to provide an advisory function on HR Planning issues. At a high level, the centralised support centre should be responsible for the following:

- Development and distribution of a regular (suggest quarterly) HR Planning Newsletter or Information Flyer to all HR Practitioners and relevant line mangers on key HR Planning issues within the Gauteng Province;
- Development of relevant case studies that capture HR planning best practice and challenges across the Province, based on actual and documented departmental experience;
- Co-ordination and hosting of quarterly HR Planning Forums;
- Scanning of the international market for relevant HR Planning Conferences;
- Facilitating an international HR Planning exchange programme whereby South African HR Practitioners work and learn from international counterparts in the foreign country and vice versa;

- Implementation of a HR Planning internship/learnership within the Province;
- Provision of direct advice on specific HR Planning related queries from departments;
- Capacity building inexperienced HR Practitioners through the co-facilitation of integrated HR Planning sessions
- Tracking the annual submission on HR Plans from all departments;
- Following up with all relevant departments on the submission of HR Plans;
- Evaluating the quality of HR Plan submissions and providing feedback on corrective actions departments must implement to improve the implementation of the HR Planning; and
- Evaluating and monitoring the efficiency of the HR Planning services offered by the centre through regular feedback mechanisms.

7.4 HR Planning Reporting Template

Based on findings , there was full support for the review of a reporting template to assist HR Practitioners in undertaking proper HR Planning. Respondents stated that OoP needed to be much more prescriptive on content and templates for HR Planning

It is therefore recommended that when DPSA is in the processes of reviewing and revising Human Resource Planning Guide. There needs to be clear linkages to all other plans with user friendly reporting templates.

There was extensive support for the issuing and publishing of the HR Planning Guide on an annual basis that is linked directly to the MTSF and MTEF planning and budgeting cycles of Government.

A fully integrated HR Planning approach is proposed. That approach defines and operationalises the link between business and HR Planning, through extensive stakeholder involvement in the initial development and discussion around the HR Planning, including a solid working relationship between HR Management and HR Development on all HR Planning issues.

7.5 The Role of OoP on HR Planning

When asked whether or not OoP should have a role to play in HR Planning ,100% of the respondents indicated ‘yes’. More specifically, this role should include, as indicated by ‘yes’ responses:

- Provide an oversight role on the implementation of HR Planning across the Province;
- Provide HR Planning training courses and workshops;
- Determine and communicate minimum requirements for reporting.
- Provide expert advice;
- Provide mentorship and coaching opportunities;
- Province wide communication plans that demonstrate the benefits of HR planning;
- Communicate the importance of HR Planning to senior managers; and
- Provide support on the HR Planning budget aspects.

Based on the above responses, three key recommendations can be made, namely:

A) The development of a Monitoring and Evaluation Tool that will ensure the effective and efficient implementation of HR Planning at departmental level;

B) The OoP should provide a strong leadership role that will ensure that the departments are fully supported and HR Practitioners are competent in performing their HR Planning function; and

C) The OoP should provide training and development on HR Planning. This will ensure that the HR Practitioners are effectively capacitated.

7.6 HR Planning Learning Network

The findings point to a lack of a network of HR managers. It is recommended that OoP formalise and institutionalise an HR Planning Learning Network that would facilitate the open discussion and sharing across the departments.

The objectives for such a Learning Network would include, amongst others:

- ✓ Creation of a forum for the sharing of experience and good practice;
- ✓ Development of centres of excellence;
- ✓ Development of a policy framework, (incorporating training and professional development policies) forum of stakeholders;
- ✓ Development and implementation of an HR communication/change management plan;
- ✓ Review of appropriate HR tools and techniques;
- ✓ Establishing partnerships across the spheres of government;
- ✓ Showcase other departments to inspire future collaboration; and
- ✓ Satisfy several training and professional development requirements.

This network could also set the basis for the presentation of the case study referred to above and reports similar to this.

7.7 Training and Development for HR Planners/ Practitioners

It is markedly clear from both the desktop research as well as fieldwork, that there is a driving need for HR Planners to be given exposure to targeted and appropriate developmental interventions. These interventions should develop both planning skills as well as the ability to scan and analyse the external environment and make appropriate departmental links. The training method should be a combination of **HR Planning theory as well as the extensive use of case studies**. Institutionally, the OoP and DPSA have a responsibility to ensure that the learning capabilities of both itself and the public service in general, are increased through developing and managing the significant body of knowledge around HR planning that exists within departments.

On a broad level, the building of institutional capacity is also documented in the HRM Report (ibid) which states, "The institutional capacity of the Public Service to provide human resource training and development particularly in view of the proposed repositioning must be consolidated and upgraded to meet the requirements of the changing HR role and responsibilities"

Key to this would be the re-definition of the HR Planning competencies required for success in the position within the department, and using this as a base, select the incumbents most likely to benefit from further development. An ad-hoc approach to this development, based on inherited roles and responsibilities, would be futile and is not likely to yield any substantial HR planning benefits for the department. More importantly, appropriate HR Planning training should be available on a needs basis rather than a cost-recovery basis.

Chapter 8: Way Forward and Conclusions

The results of this study and the related interest it has stimulated in HR Planning, should result in the following three fundamental components going forward – components that are likely to ensure that the HR Planning is accepted and that there is commitment to implement it by HR Practitioners and within the departments, these are:

- The correct orientation of HR Practitioners to HR Planning.
- Ensuring that the right tools are available for HR Practitioners to develop the HR Plans.
- Creating an appropriate climate for HR Practitioners to the effectively implementation of HR Planning to take place.

8.1 Conclusion

The Gauteng Public Service needs to be highly professional and efficient. This entails that the Gauteng Public Service must be staffed with highly competent and dedicated professionals. This will require a shift in the way that human resources are managed.
Whilst, sound legislative and policy frameworks are in place, implementation continues to be a challenge. The focus, moving forward is to ensure that Human Resources Management becomes more strategic on its basis, ensuring that the necessary capacity is built in HR Practitioners in utilising the tools provided and following proper processes and procedures.

HR Practitioners should receive the necessary support in terms of training in order to allow them to grow within their field of work. Overall Human

Resources Management is a key function in ensuring that departments have the necessary capacities to deliver on their mandates.

The results of the research process reiterate the need for a thorough review of the position and role of HR Planning in the GPG departments. In many ways the use of the word ‘planning’ is a misnomer as it underplays the flexibility and responsiveness required to effectively predict and meet current and future human resource requirements.

In addition, the word’s administrative connotations exclude the strategic view required for a successful HR Planning intervention. The predominant focus on mere compliance by most HR Practitioners has deprived the Gauteng Public Service of the benefits derived from organising responsibilities around two key principles that should drive all HR Planning activities within departments, namely:

- HR Planning provides frequently updated information for decision making.
- HR Planning has a fundamental role to play in the attainment of departmental objectives through the effective utilisation of human resources.

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Appendix A

HUMAN RESOURCE PLANNING RESEARCH

HR Planning Practices Questionnaire

Department	
Contact Details:	
Landline	
Cell phone	
E-mail	

There are ***four sections (including the cover page)*** to this questionnaire. The fifth section is for any additional comments you may wish to make.

Please complete ***all sections.*** Indicate your response to each statement/question by placing a cross (x) in the appropriate column. In some instances more than one cross (x) will be applicable.

It will take approximately ***20 minutes*** to complete this questionnaire.

The researcher welcomes your open and honest responses to this questionnaire. The researcher would like to urge you to share your views with her so that he can work on improving the implementation of HR Planning within the GPG departments. All responses to this questionnaire will be kept in the strictest confidence as per my professional protocol.

Should you experience any difficulties in completing this questionnaire kindly contact the researcher for assistance?

Completed questionnaires should be e-mailed to the e-mail address listed below. The researcher would urge you to follow internal protocol in ensuring that the responses reflect the views of the department. In the event that you or a colleague wishes to submit an anonymous response, this too can be mailed to the researcher directly.

Phumla Sithole – 011 869 8844

Phumla.Sithole@gauteng.gov.za

Please respond to all questions/statements. Indicate your response to each question/statement by placing a cross (x) in the appropriate column.

1. Does your department use DPSA Guidelines in completing the HR Plan?	**Yes**	**No**

Any additional Comments

2. If you answered No, Kindly indicate the reasons for this. Place a cross (x) in the appropriate box, you may cross more than one box.

2.1 Not aware of the existence of DPSA Guidelines	1	
2.2 DPSA Guidelines not easily accessible	2	
2.3 DPSA Guidelines not user friendly	3	
2.4 No capacity to use the DPSA Guidelines	4	
2.5 No knowledge and understanding of how to use DPSA Guidelines	5	
Other (give detail)	6	

3. Please indicate which of the following tools are used within your department?	**In use within the Dept.**	**Used specifically for HR Planning**
3.1 Employment Equity		
3.2 Skills Development Plan		
3.3 DPSA HR Planning Guidelines		
3.4 Exit Interviews		
3.5 Competency Model		
3.6 HR White papers, DPSA HRM and HRD document		
3.7 Labour Market forecast		
3.8 Alternative service delivery initiatives		
3.9 Occupational Classification System		
3.10 Persal		

4. Compliance with DPSA HR Planning Guidelines	**Yes**	**No**
4.1 The demand for human resources is adequately assessed in the HR Planning process in your department		
4.2 The supply of human resources is adequately assessed in the HR Planning process in your department.		
4.3 The gap between the supply and demand of human resources is clearly defined in your department.		
4.4 A strategic / operational plan is developed to address the identified human resources gap in your department.		
4.5 The Public Service Regulations are fully complied with in the development of your HR Plan.		
4.6 A plan is developed to address the identified HR gap in your organisation		

The statements below form part of a HR Planning Framework. Think of your department and its current practices in relation to this framework. Indicate the extent to which you agree with the statements below i.e. the extent to which the activity is actually happening within the department.

1 = strongly disagree

2 = disagree

3 = unsure

4 = agree

5 = strongly agree

5. Current Departmental Capability	**1= strongly disagree**	**2 = disagree**	**3 = unsure**	**4 = agree**	**5 = strongly agree**
5.1 The department is able to determine and address short and long term staffing needs					
5.2 The department is able to identify and address current competency gaps.					
5.3 The department is able to identify and address critical recruitment areas					

6. Reports and Templates	**1 = strongly disagree**	**2= disagree**	**3= unsure**	**4= agree**	**5= strongly agree**
6.1 DPSA new reporting template not user friendly.					
6.2 Central reporting requirements are simplified and integrated.					
6.3 There are flexible and adaptive reporting formats for HR Plans.					
6.4 HR planning reporting template outlining the components of a strong HR Plan					

7. Does your department a current HR Plan?	Yes	No

8. What extent are you involved in the development and implementation of HR Plan?.

Place a cross (x) in the appropriate box, you may cross more than one box.

8.1 No involvement	1	
8.2 Limited involvement	2	
8.3 Provided input for HR Plan	3	
8.4 Completed the HR Plan	4	
8.5 Responsible for the HR Plan	5	
Other (give detail)	6	

All statements should be viewed in relation to the current situation in your department. Please respond to all statements. Indicate your response to each statement by placing a cross (x) in the appropriate column. Please mark only one cross (x) in response to each statement.

Please avoid an over reliance on option 3 - unsure.

Please indicate the extent to which you agree with the statements below.

1 = strongly disagree

2 = disagree

3 = unsure

4 = agree

5 = strongly agree

9. Leadership and Accountability	**1 = strongly disagree**	**2 = disagree**	**3 = unsure**	**4 = agree**	**5 = strongly agree**
9.1 Heads of Department are accountable for the delivery of the HR Plan in the department.					
9.2 A senior manager is appointed as HR planning champion to lead the process in the department.					
9.3 Departmental leaders support and communicate the importance of HR Planning.					
9.4 The department allocates adequate resources to the HR strategic and business planning function.					
9.5 HR Planning is a key					

component of all management performance contracts.					
9.6 Excellence in HR Planning is promoted and rewarded.					
9.7 Clear, defined, relevant, reliable and valid performance measures are developed for HR planning.					
9.8 HR Planning systems are responsive to the changing needs of the department.					

10. Process and Design	**1 = strongly disagree**	**2 = disagree**	**3 = unsure**	**4= agree**	**5 = strongly agree**
10.1 HR planning is integrated with departmental business and financial plans.					
10.2 There is a consistent, transparent approach to HR planning across the department.					
10.3 HR practitioners consult with stakeholders throughout the planning cycle as required.					

10.4 There is an understanding and recognition of the qualitative, as well as quantitative aspects of HR planning and its impact on business/unit outcomes.					
10.5 Stakeholders are engaged, HR plans are shared, and they are kept informed throughout the HR planning life cycle.					
10.6 There is a central support centre that collects and shares HR planning best practices across the public service.					
10.7 There is a common framework for HR planning.					
10.8 There is a central support centre that provides regularly updated information to support those involved in HR planning.					
10.9 There is a central support centre that provides timely					

advice on HR Planning.					
10.9 Responsive and flexible tools are developed and shared.					

11. The Role of OoP in HR Planning	**Yes**	**No**
11.1 Should OoP play a role in HR Planning for departments?		
11.2 If yes, what type of role should this be?		
11.3 Provide expert advice and support to the departments		
11.4 Develop HR Planning portal on the DPSA web site		
11.5 Provide HR Planning training courses and workshops		
11.6 Provide support on HR Planning budget aspects		
11.7 Communicate the importance of HR Planning to executive and senior managers		
11.8 Develop Gauteng Province wide communication plans that demonstrate the benefits of HR planning		
11.9 Provide support on the implementation of HR Planning		
Other. Please specify.		

Please provide with any additional comments you wish to make that may not have been covered in the body of the questionnaire or that may provide insight into the current HR Planning practices

Section / Question	Comment